Mrs Parsons' Manual for Women's Meetings

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MRS. PARSONS' MANUAL

FOR

WOMEN'S MEETINGS

BY

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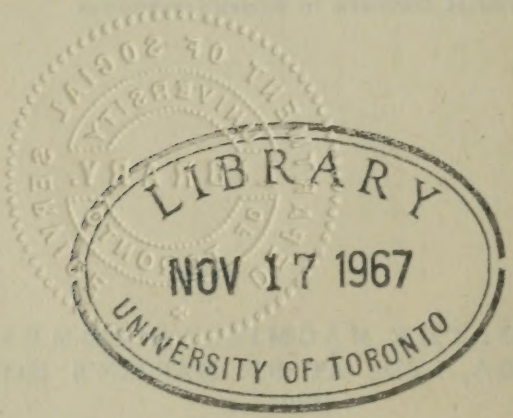

PREFACE

In the capacity of lecturer, employed by the Ontario Government for the Women's Institutes, it has been my privilege to come into very close contact with the workings of women's meetings of various kinds and with varying interests. While the aims and intentions of those interested were all that could be desired, one could not fail to realize the waste there was in time, energy, ability, material, and money, on account of the lack of proper business methods.

In the early training of a day that is gone, education in the business and proper conduct of meetings was not deemed a necessity for women. As the need of such knowledge made itself more and more felt, requests for information and instruction came to me on every hand, and appeals for personal help were much too numerous for private correspondence. To meet a definite need, the Superintendent of Institutes requested me to write a manual of procedure containing the elementary rules for the conduct of public meetings. I did this, and, at his further request, revised and extended the manual.

The manuscript was ready for the printer, when an unfortunate fire wiped out my home and belongings, including the manuscript and all my books of reference. For some time, I was too busy to think of reproducing the manuscript. But, after holding classes among Clubs, Auxiliaries, Chapters, and Societies of every kind for the purpose of giving detailed instructions on the subject, I felt that there was a positive necessity for such a manual as I had before prepared. More especially did I feel this in connection with the new field for women opened up by the War. Accordingly, I have again prepared the little manual, and it is now offered to the women of Canada with the sincere hope that it may prove of real usefulness.

L. M. P.

Cochrane, Ontario,
November 15th, 1918.

CONTENTS

I. Introductory - - - - - - - - - 1
II. Historical Survey - - - - - - - 3
III. Organization - - - - - - - - 7
IV. Constitution and By-laws - - - 15
V. Election of Officers - - - - - 20
VI. The President - - - - - - - 24
VII. Other Officers - - - - - - - 29
VIII. Members - - - - - - - - - 37
IX. Votes and Voting - - - - - - 47
X. Motions - - - - - - - - - - 50
XI. Resolutions - - - - - - - - 61
XII. Committees - - - - - - - - 64
XIII. Definitions - - - - - - - - 72
XIV. Hints for Presidents - - - - - 77
XV. Foreign Words and Phrases - - 81
Index - - - - - - - - - - - 87

MANUAL

CHAPTER I

Introductory

Laws are not masters, but servants, and he rules them who obeys them.—Henry Ward Beecher.

Men have long recognized the value of concerted effort, as far as the management of a nation's affairs or any commercial or industrial purpose is concerned. It has, however, been left for our present stage of advancement to meet the fuller needs of community and national life through organized movements, and in these women play a very large and increasingly important part. Some seventy years ago, in our grandmother's day, no women's convention had ever been held. How marked and rapid the change! To-day, women's organized effort has belted the globe, and, among them, every phase of good work finds its adherents.

Frequently, when need arises, a few women meet together, projects are launched, committees are formed, and a line of action is formulated, quite regardless of the accepted way of doing things. As a consequence, mistakes are often made, and much vexation of spirit is caused, with the other ills that are certain to follow. The importance of working along recognized lines, at all meetings where matters of greater or lesser import come under discussion and direction, must appeal to every wide-awake member of any organization. In the following Chapters, simple instructions and suggestions in the most usual procedure for questions that must be faced are given.

CHAPTER II

Historical Survey

All persons possessing any position of power ought to be strongly and awfully impressed with the idea that they act in trust and that they are to account for their conduct in that trust to the one great Master, Author, and Founder of Society.—Edmund Burke.

Parliamentary Procedure, the business conduct of meetings, sounds intensely dry and uninteresting. The ordinary person is apt to turn aside to more engaging themes. However, like many another dry thing, Parliamentary Procedure proves an interesting and valuable study, when its early beginnings are revealed, its growth appreciated, its significance pointed out, and its fine intricacies understood. Under these conditions, what at first looked tiresome and savoured of boredom now begins to interest and ends by becoming absorbing in its fascination.

We find the beginnings of the Imperial Parliament in the *Witenagemot* of early Anglo-Saxon times. The word signifies "the congregation of

those who know"—the derivation being from the Anglo-Saxon *witan* to know, and *gemot* a meeting. It was the National Council of each of the early English kingdoms, and later it became the Great Council of the Kingdom, being composed of the leading men of the country in Church and State. It decided all matters of state, elected the kings, and, on occasion, deposed them. We read that William the Conqueror was "deep in speech with his Witan." Under King John, the Council made its greatest progress. All the forces of the realm—church, barons, and people —combined to enforce their rights, which were being denied them by an arbitrary and tyrannical king. The Great Charter, or *Magna Carta* as we usually term it, extorted at Runnymede in 1215, was the result.

Fifty years later, in 1265, Simon de Montfort, who had led the barons and the people in a rebellion against Henry II, summoned what may be called the first English Parliament. This was, however, merely an extension of the old Council of the Kingdom, but remarkable in that it provided for representation of the common people. Twenty years later still, in 1295, Edward I called together a full Parliament of the realm. This was known as the "Model Parliament," as it has

served as a model for all Parliaments in Britain and the British Empire since that time.

The business methods employed by our forefathers, changed, added to, and amended from time to time as the necessity arose, all went to build up the sum of things we call Procedure. The pages of history afford us many sidelights. The lordly Romans, the great law makers of the ancient world, did not fail to leave behind them in their conquering march the influence of a regulated procedure, while the Normans, later, ushered in its more dignified usage. Then arose its framework.

The word "Parliament" itself speaks volumes. It embodies the very spirit that has characterized the British people, at home and abroad, through the generations. The word, literally translated from its original French, means "to speak the mind." Freedom of speech is one of the fundamental privileges of Parliament, won through many a hard struggle, but won, never more to be lost. The Bill of Rights declared that freedom of speech should not be impeached or questioned in the English Parliament. Indeed, in no place on earth is there such perfect freedom of thought as in the House of Commons and in the bodies throughout the Empire modelled after it.

Parliamentary Procedure, to explain once again the meaning of the term, is the law, both written and unwritten, for the proper and orderly conduct of the business of the nation, built up through varying necessity into a fairly complete structure. Its basic foundations are common sense and common courtesy.

A system of Parliamentary government such as ours cannot, of necessity, be a thing of finality. New conditions make new precedents. In some minor respects there are differences of opinion, but, to all intents and purposes, the ruling for the administrative bodies of our land is the ruling to be adopted at all meetings, large, or small, dealing with national, civic, or municipal affairs.

Sir John Bourinot states that "his long experience of parliamentary and public bodies generally has taught him the wisdom of adhering as closely as possible to those rules and usages that illustrate the common sense and business habits of Englishmen and their descendants, as well as their desire to give every opportunity for the discussion of public questions and measures. Laxity of procedure is antagonistic to the successful prosecution of business."

CHAPTER III

Organization

Law is not law, if it violates the principles of eternal justice.—Lydia M. Child.

The purpose of organizing an assembly is to provide it with the machinery by which its ends may be most easily and at the same time legally accomplished. Organization is the keystone to successful work. "Well begun is half done" holds particularly true in the case of a new enterprise.

When it is intended to form a Club, Society, or other organization, those who may possibly be interested should be notified by letter or post card, by notices posted in conspicuous places, through the public press, or by any other means that will insure publicity. The notice should state clearly the time and place of meeting and the object in view. It should be signed by one or more persons who are responsible for the call. It is also well to arrange for the holding of the meeting at such time as will suit the convenience of the majority of those who may be expected to attend.

The publicity to be given to the organization of a Society will depend upon the purpose in view. If the proposed Society is of a public or semi-public nature, entrusted with the spending of public funds and drawing from the community as a whole for its support, then the utmost publicity is required. An instance came to my notice not long ago of a few women, who, at a private meeting, organized themselves into a Society to do public work, elected themselves to office, and, without further ado, proceeded to collect and distribute public moneys. Their intentions were praiseworthy, their purpose was admirable, but their organization was faulty on account of its secret character. It later became necessary for them to disband and to re-organize the Society in the light of publicity, before they could extend their good work. On the other hand, if a number of women have agreed among themselves to form a Society, in which none but themselves are interested, a notice sent to each woman whom it is proposed to include is all that is required.

When those interested are gathered at the time and place appointed, one or other of those who have signed the notice should call the meeting to order and propose that a chairman be ap-

pointed. She may say: "I move that Mrs. ——— be appointed chairman." When the motion is duly seconded, the proposer puts the question to the meeting with some such words as: "All in favour will raise the right hand." The nominee is then declared duly elected. She at once takes the chair and proceeds with the business of the meeting.

In choosing a chairman for an organization meeting, it is well to pick upon some woman who is in general sympathy with the objects of the meeting, but not necessarily one of the leading promoters. It is well that those who are specially familiar with the purpose of the gathering should reserve for themselves the larger freedom of the floor, so that they may be in a position to take an active part in the subsequent proceedings.

There is rarely any opposition to the appointment of a chairman at an organization meeting. The appointment is only temporary and does not give the one elected any claim on permanent office. If, however, there should be any further nominations, the names of the two or more persons so nominated should be placed before the meeting by the proposer of the first nominee and the vote taken by a show of hands, the one re-

ceiving the largest number of votes being declared elected.

A word may be said here as to the chairman. Good chairmen are rare. She says either too much or too little. We have all been bored to death by a long-winded chairman, who, in her "introductory remarks," told us all that the speakers were going to say, and who followed this up later by passing her personal opinion on every opinion expressed. Such a chairman is a weariness to the flesh and should never get a chance to spoil a second meeting. Another type is the brusque, curt chairman, who makes us feel that she is there because she cannot help herself, who entirely disapproves or is disdainfully interested. Nothing goes with a vim while she is in the chair. Many speakers are sensitive plants; the genial warmth of a few heartfelt words is grateful to them, while their enthusiasm is chilled by the cold, stiff formalities of a punctilious, unsympathetic chairman. A chairman's duties at an organization meeting may be summed up as follows: To state briefly and simply the object of the meeting; to introduce each speaker with appreciative remarks; to maintain order and bring the business proceedings to a successful conclusion.

When the chairman has assumed charge of the meeting, she at once calls for nominations for the office of secretary. When the secretary is elected, the meeting is ready to discuss organization.

The meeting, under the control of the chairman, is then thrown open for general discussion. Usually the chairman requests the one specially interested in calling the meeting to introduce the question. It is the right of each person to express her opinion. It is well not to insist too rigidly upon procedure, as the main point is to obtain the opinions of all those present. After the question of forming the Society has been thoroughly discussed, and its aims and objects clearly presented, it is then in order for someone to move that such Society be duly formed. When the motion is seconded, it is presented to the meeting in the usual way. A committee is then appointed to prepare a constitution and by-laws, the report to be presented at the next meeting. The names of the members of this committee may either be mentioned in the motion, or the motion may leave the appointment of the members in the hands of the chairman. A motion of adjournment is then in order. This motion should state definitely the time and place of the next meeting.

At the second meeting the same chairman presides. Should she, however, not be present, the meeting proceeds to elect a chairman from among those present, following the procedure of the first meeting. The same secretary also acts. After the minutes of the previous meeting have been read and approved, the report of the committee appointed to frame a constitution and by-laws for the society is presented by the chairman of the committee, or by one of the members of the committee, should the chairman be absent. The constitution and by-laws so drafted are then considered clause by clause, changed or amended where necessary, and formally adopted as a whole.

After the adoption of the constitution and by-laws, the secretary proceeds to enroll the names of those who desire to become members of the Society. For this purpose the Society may either formally adjourn for a brief space, or the chairman may informally leave the chair for the time required. When the enrollment is completed, the Society then is ready for the election of officers, following the method of nomination and election provided for in the constitution and by-laws just adopted. The newly-elected president at once takes the chair, or, should she be absent, the

newly-elected vice-president, but should both be absent, the chairman appointed by the meeting continues in charge until the business is concluded. The moment the constitution and by-laws, which may include rules of order, are adopted, the Society is conducted in accordance therewith.

In the foregoing paragraph, it is taken for granted that the constitution and by-laws adopted permit the open nomination and the election of officers at one and the same meeting. If a certain time must elapse between nomination and balloting, then, necessarily, the meeting must adjourn for the purpose of election, after nominations made, unless special provision is made for the first election. So also, it will be noted, that the suggestion is made that the discussion on the question of organization should precede the formal motion. This is contrary to strict procedure, and, of course, the speaker who introduces the subject may make at once a motion looking towards organization. At a meeting of this nature, however, it is better to strain the rules rather than cramp discussion. A totally different idea may be evolved during the meeting from that with which the first speaker opened the discussion.

Of course, should the Society be a branch of a Society already in existence, the procedure followed at the initial meeting will be that laid down in the constitution and by-laws of the parent organization. In such case, organization will present no difficulties, as the whole procedure is definitely and clearly provided.

Note

It is advisable that the newly-organized Society should arrange, as soon as possible, for the printing of its constitution and by-laws. Each member should be provided with a copy, and a copy should be given to each new member as she joins the Society. In case printed copies are not available, then the members should be given easy access to the written record in the possession of the secretary. Some Societies require its members to sign the constitution and by-laws, in token of their adhesion thereto.

CHAPTER IV

Constitution and By-laws

Let all things be done decently and in order.—St. Paul.

Every organization must have some specific method of operation; it must have certain definite rules to guide it in the conduct of its affairs. The rulings for a Society are contained in the constitution, by-laws, and rules of order adopted. Any Society may have all of these directing aids, but the most usual combination is constitution and by-laws. Many Societies, however, permit the constitution to cover the ground. It is not wise to have a multiplicity of rules—the simplest machinery is always best.

The *constitution* is the framework, embodying the fundamentals. Usually it contains six articles: (1) The name of the Society, (2) the object, (3) members and their qualifications, (4) officers, (5) meetings, (6) amendment of constitution.

The *by-laws* deal with details and particularization of the following: (1) Election of officers,

(2) duties of officers, (3) quorum, (4) fees, (5) standing committees, (6) regular and special meetings, (7) amendment of by-laws, (8) parliamentary authority.

The *rules of order* are those which the Society may see fit to make from time to time for its guidance and adapted to its own particular organization. They may be amended, rescinded, or suspended by a majority vote, without previous notice. Naturally, they must not conflict with the higher rulings of the constitution and by-laws.

It is advisable that the Society, in organizing, should provide, definitely and clearly, for the amendment of its constitution and by-laws. Previous notice should be compulsory and a two-thirds vote a necessity. There are times when changes are needed, but continually to be making alterations in the constitution and by-laws is a dire mistake. Previous notice and a two-thirds vote make amendments much more difficult and impress strongly upon the membership the need for special care. If there is no provision for alteration of the constitution and by-laws, a proposed change comes under ordinary procedure and may be made at any time by a majority vote.

Definite provision should be made in the con-

stitution and by-laws for *special meetings*. Perhaps the best plan is to leave the calling of such meetings in the hands of the executive committee, with a proviso that due notice be given. It should be kept in mind that no business can be transacted at a special meeting, except that for which the meeting is specifically called.

Sometimes great confusion is caused by the absence from the constitution and by-laws of a provision regarding the number of members necessary to form a *quorum* for the conduct of business. This should be definitely provided, the number depending upon the size and working conditions of the Society. If at any time during the progress of the meeting, a number of the members should leave the room, so that there is not a quorum present, the meeting cannot proceed. Those present, however, may pass a motion of adjournment. It is the right of any member to call the attention of the president to the lack of a quorum.

The constitution and by-laws should provide for *the fee* to be paid to the Society by its members and for the time at which such fee should be paid, monthly, quarterly, or annually, or otherwise as may be decided.

If it is the intention of the Society that, in

case there are no special rules of order in force, or where there is no rule to cover the point at issue, ordinary parliamentary procedure shall govern, it is well to make provision for this in the constitution and by-laws. It is usual to take this for granted, but a specific provision will prevent infinite dispute and trouble.

The constitution and by-laws should provide for the order in which the business of the Society should be taken up at business, annual, and general meetings.

The usual procedure for a *business meeting* is as follows:

1. Roll call (if customary).
2. Reading and approval of minutes of last business meeting.
3. Announcements.
4. Reports of officers.
5. Reports of standing committees.
6. Reports of special committees.
7. Unfinished business.
8. New business.
9. Notices of motion.
10. Adjournment.

The usual procedure for an *annual meeting* is as follows.

1. Roll call of voting members.

2. Reading and approval of minutes of last meeting.
3. Appointment of tellers or scrutineers.
4. Nomination and election of officers.
5. Reports of officers.
6. Reports of departments.
7. Reports of standing committees.
8. Reports of special committees.
9. Reports of tellers or scrutineers.
10. Miscellaneous business.
11. Adjournment.

The usual procedure for a *general meeting* is as follows:

1. Reading and approval of minutes of last meeting.
2. Announcements.
3. Programme.
4. Adjournment.

In the larger number of Societies, the annual meeting is simply one of the regular meetings set apart for the purpose. In such cases, the minutes of the previous regular meeting are read at the annual meeting, and at the subsequent regular meeting the minutes of the annual meeting. So, too, with a programme meeting. The Society, however, should have a clear provision for the reading of the minutes of all of its meetings.

CHAPTER V

Election of Officers

Give house-room to the best.—Herrick.

The officers of a Society usually are: President, Vice-president or Vice-presidents, Secretary, and Treasurer. Their number and general duties should be clearly set forth in the constitution and by-laws. To assist the officers there should be a committee, which, with the officers, constitute the Executive Committee. The executive is the business committee of the Society; it really acts as an Advisory Board.

The constitution and by-laws should provide for the election and method of election of the officers and the executive committee. Perhaps the simplest method is that by open nomination and ballot at the meeting fixed for the election. Some Societies prefer to ballot on nominations made beforehand. Others prefer a nominating committee, which makes its report at the meeting appointed for the election of officers. Whatever method is adopted, the voting should always be by ballot. If only one nomination

should be made, it is in order for a member to move that the secretary cast a ballot for the office in question. The secretary will, of course, vote for the nominee of the meeting.

In connection with the election of officers by ballot, the tellers, or scrutineers, are appointed by the president, usually in open meeting. Their duties are to distribute, collect, and count the ballots. They report the result to the president, who declares the candidate receiving the highest number of votes elected. The president should not announce the number of ballots cast for each candidate, nor should either she or the tellers reveal at any time the state of the ballot. In Societies, however, that provide in the constitution and by-laws that the successful candidate must receive a clear majority over all other candidates combined, it is usual to announce the results of the successive ballots, should several ballots be found necessary. This is done as a guide to the members in voting. The number of votes cast for each candidate on the last ballot is not announced.

The constitution and by-laws should specify the time at which the newly elected officers are to assume their duties.

An officer may at any time resign her office in

the Society, should she so desire. The resignation should be in writing and should be placed in the hands of the secretary. In case the secretary desires to resign, her resignation should be handed to the president. Such resignation should be acted upon at the next meeting by acceptance, by refusal to accept, or by asking the officer to reconsider her decision. Should the officer insist on the acceptance of her resignation, this must be done.

In case any office in the Society should become vacant through death, resignation, or for any other cause, the same procedure is followed in filling the vacancy as at the annual election of officers, unless the constitution and by-laws otherwise provide.

If for any sufficient reason it should be impossible to hold the meeting for the election of officers on the date provided in the constitution and by-laws, or if the election of officers should be postponed, the officers then in office hold over until the election of their successors. It may be laid down as a general rule that the officers of a Society continue to hold office until their successors are elected and assume control.

Unless otherwise provided, a seconder is not required to a nomination for office. It is in order

for a member to move during nominations that "the nominations do now close". The motion must be put at once and is neither debatable nor amendable. Nominations may be made from the floor, in addition to those presented by a nominating committee.

Unless there is a special provision in the constitution and by-laws to the contrary, there is no limit to the number of times a member may be re-elected to the same office at successive elections. It is wise, however, to place a reasonable limit to the tenure of office. For instance, some Societies provide that the president may be elected for two succeeding terms, but that she is not eligible for re-election after such period has expired, until the lapse of at least one term.

The Society should be very clear in its provision for election, whether by plurality or majority of the votes. If the former, the candidate receiving the largst number of votes is elected; if the latter, the successful candidate must receive more than one-half of the total number of votes cast.

It should be remembered that the officers, with the exception of the president, during a meeting of the Society, have merely the rights of ordinary members.

CHAPTER VI

The President

Punctuality is the politeness of kings.—Louis XVIII.

The president of the Society is its head and, as such, is directly responsible for its proper management. Her duties are as follows:

To call the meeting to order as soon as a quorum is present.

To conduct the meeting in accordance with the constitution, by-laws, and rules of order of the Society.

To cause the roll to be called and the minutes to be read.

To receive and submit for discussion all motions made by members.

To put to a vote all questions and to announce the result of such vote.

To enforce order and decorum.

To present all messages and communications, or cause such to be done.

To certify by her signature to all acts, orders, and proceedings of the meeting.

To preside as chairman at the meetings of the executive committee.

The president should stand when addressing the members and when putting a question to the meeting. She may sit while recognizing a member and must remain seated while a question is being discussed. She may vote when by ballot, or in the event of a "tie," or where a two-thirds vote is necessary and her vote with the minority would prevent the adoption of the motion. In all ordinary questions she has no vote.

It is a sound rule that the president, while in the chair, should not take part in debate or in discussion of a question pending. Frequently, however, she may be in possession of information which would prove of use to the members in coming to a decision. With the permission of the Society, she may give such information to the meeting, but not in a controversial way.

It is of the utmost importance that the president should have a clear, distinct enunciation. Her words, also, should convey the exact meaning she intends. She should read, or cause to be read, each motion as it is introduced, and should then ask: "Is there any discussion?" Before proceeding to the vote she should again read the motion, or cause it to be read, and then ask: "Are

you ready for the question?" She then says: "All in favour of the motion will signify by holding up the right hand." The vote is counted. She proceeds: "Those opposed will signify in the same manner." The vote is counted. Her decision on the result should be announced clearly and decisively.

It is the right of the president, should the meeting become so disorderly that it is impossible to transact business, to declare it adjourned. This, however, should be done only as a last resort.

If the president is directly interested in a motion brought before the meeting, such, for instance, as a vote of thanks to her for her services, she may call upon the vice-president, the secretary, or frequently the mover of the motion, to put the question to the meeting and declare the result. Sometimes, in such cases, the member presenting the motion requests that the president leave the chair, and that the vice-president or some other member take her place for the time.

The president should be a woman of good presence, of personal charm, of sound sense, impartial, dignified, tactful, courteous, patient, businesslike, and with considerable knowledge of parliamentary usage. Her essential duty is to

keep order. To do this, she must keep down all purposeless talk, insist that personalities be avoided, and that the debate be relevant to the matter in hand, always remembering that she is the chairman, not the "boss." It is permissible for her, though rarely advisable, to call the vice-president, or in her absence, some other member, to the chair, and herself take part in the debate or discussion. Her personal opinion or desire or the bias of her judgment should rarely be felt by the members.

All the foregoing may sound very much like perfection and the impossible. I know one president of a very important organization. For many years I have studied her at large annual meetings. She fulfilled these requirements. Her knowledge, her deep interest in every detail, her sense of justice, her impartiality, her personal charm, carried her safely over every hard spot. Her strong common sense and wisdom told her when to press a rule and when to let the general consent of the meeting have its way.

In our Houses of Parliament and local Legislatures the presiding officer is called the Speaker (originally the one who spoke for the king), and is addressed as "Mr. Speaker"—in other bodies usually the president or chairman. Until the

last half-century women took no part in public affairs, and so there is no ruling handed down to us for addressing the chair when occupied by a woman. Usage is coming to our aid in this, for now "Madame President" or "Madame Chairman" are the only forms used in our best assemblies. I have heard "Mrs. Chairman," "Madame Chairwoman," "Madame Chairlady" used at women's meetings, but the use of terms such as these should be avoided.

CHAPTER VII

Other Officers

They that are in dignity or office have in all places precedency, but whilst they are young they ought to respect those who are their equals in birth or other qualities though they have no public charge.—George Washington.

The other officers of a Society have duties to perform, quite as important in their way as those of the president.

The Vice-President

The vice-president takes the chair in the absence of the president, or on her vacating it to address the meeting. In some Societies provision is made in the constitution for a first and a second vice-president. In such case the second vice-president takes the chair in case both the president and the first vice-president should be absent. All that has been said in Chapter VI regarding the president applies with equal force to the vice-president or vice-presidents.

Should the president, the vice-president, and

the second vice-president, if there be one, all be absent at the time appointed to open the meeting, it is usual for the secretary to call the meeting to order for the purpose of electing a chairman. Such chairman shall continue to preside over the meeting until such time as the proper officer of the Society is present.

The Secretary

The office of secretary is one of much responsibility. In societies with a large membership and varied interests there are usually two secretaries, one known as the corresponding secretary, and the other as the recording secretary. In smaller societies the two offices are generally combined.

The duties of the secretary, where the offices of corresponding and recording secretaries are combined, are as follows:

To give due notice to the members of the time and place of each meeting.

To prepare for the president a memorandum setting forth the business that is to come before the meeting and the order in which it is to be taken up.

To keep a book containing the constitution, by-laws, and rules of order of the Society.

To conduct the correspondence of the Society.

To call the roll and to take a correct list of all present and of all absentees.

To keep a record of all proceedings and to read the minutes at each regular meeting.

To receive all applications for membership and to notify members of their election.

To notify all members of committees of their appointment and to hand to the convener of each committee the names of the members composing such committee.

To endorse on the reports of committees the date of their reception, with a memorandum of the action taken, and to preserve them among the Society's records.

To file methodically and preserve all papers and documents and to act as custodian for the same during her term of office.

To prepare the annual report of the Society and present it at the annual meeting.

To sign, along with the president, all orders on the treasurer for moneys ordered to be paid or expended by the Society.

To hand over to her successor in good order all books, papers, and records pertaining to her office.

The secretary should stand while reading the minutes and correspondence and while calling the roll. She may move a motion, although this is rarely done.

The minutes should contain a record of the actual proceedings of the Society. All motions, duly moved and seconded, should be recorded and all reports of committees. The minutes should be a clear, definite record of all transactions, but should not deal with discussions or opinions advanced during the course of the meeting. They should never under any circumstances contain the personal opinion or criticisms, whether favourable or unfavourable, of the secretary.

After the minutes have been read it is usual for the president to say: "You have heard the minutes. Are there any corrections or amendments?" If there are not, she says: "I declare the minutes approved as read." If there are any such, she says: "I declare the minutes approved as amended and corrected." Generally the president at once signs the minutes, although this is not absolutely necessary.

Occasionally, when a meeting is pushed for time, a member may move that "the minutes be taken as read." This is regarded as an ordinary

motion and, if seconded, is at once put by the president. If carried by the meeting, the minutes are declared approved without reading. A similar motion may be made regarding a portion of the minutes, such as a long report of a committee. In the latter case, however, it is very usual for the president to say: "Shall this report be taken as read?" If there is no dissenting voice, she rules accordingly. If any member should object, a motion duly seconded to take as read is still in order.

The annual report of the secretary should contain a detailed statement of the activities of the Society during the year, but it should not express any personal opinions.

The secretary should be exceedingly careful to observe the provisions of the constitution and by-laws in regard to the calling of meetings, particularly special and annual. Unless the provisions for the calling of the meeting are absolutely complied with, it is illegal, and the business transacted is of no effect.

Should a Society employ a paid secretary, who is not an active member of the organization, such secretary has no vote.

The secretary of the Society usually acts as the secretary of the executive committee.

In case the secretary should be absent from the meeting, any member may be elected, on motion duly seconded, to take her place for the time being.

The more members of the Society the secretary knows personally and by name the better. Her acquaintance with the membership will make the proceedings go more smoothly and promote harmony in the meeting.

A great deal of the success of a secretary depends upon the attention paid to the small details of her office. As she is the main support of the president in a Society, she should be thoroughly familiar with the constitution and by-laws and should have a good working knowledge of parliamentary procedure.

The Corresponding Secretary

A corresponding secretary is not usual in a small Society, but where the membership is large and its activities varied and manifold, this officer is an imperative necessity. Her duties are to attend to correspondence, to send out notices of meetings, to acquaint members of their appointment to committees, and to conduct all clerical work of the Society except the active business and matters arising therefrom.

The Treasurer

The treasurer takes charge of all moneys belonging to the Society; disburses moneys on a warrant signed by the president and secretary; obtains receipts; presents financial statements at regular meetings; and renders a yearly report, which has previously been submitted to an auditor or auditors. She should bank all moneys and pay by cheque where possible. Frequently the signature of the president as well as that of the treasurer is signed to a cheque, but this is a matter for the Society to decide.

The bank account of the treasurer should be in the name of the Society. She should never mix the funds of the Society with her personal account. If the two are separate, all difficulties will be avoided and the accounts will be kept perfectly straight.

The Honorary Officers

Honorary officers, such as patron, honorary president, and honorary vice-president, are created by the vote of the Society, and hold office subject to the will of the members. They have no vote, as such, unless the ruling of the Society permits it. They have no duties and are usually exempt from dues. *See Page 37.*

The Auditors

The auditor or auditors of a Society may be either a member or members or some outside person or persons who may be appointed to audit the books of the treasurer. They may be appointed by the Executive Committee or by the Society itself, as provided in the constitution and by-laws. Auditors, as such, are not officers of the Society.

Note

All officers, including the president, are subject to discipline by the Society. They may be suspended or even removed from office for cause. Undue absence from meetings, persistent inattention to duties, refusal to carry out the instructions of the Society, or a breach of trust may constitute grounds for such suspension or removal. The constitution and by-laws should state specifically the grounds on which suspension or removal from office may be urged and the procedure to be followed. If a formal vote of censure on an officer is adopted by the Society, that officer usually resigns.

CHAPTER VIII

Members

Life is not so short but that there is always time enough for courtesy.—Ralph Waldo Emerson.

The members of a Society may be divided into three classes: (1) Honorary, (2) Life, (3) Active. Many Societies, however, do not make provision for either honorary or life members, all the members being active.

Honorary members are usually persons who have rendered some signal service to the Society, or whose patronage and co-operation are desired. They need not necessarily be residents of the community in which the Society holds its meetings. They do not take part in the proceedings, have no vote, and do not pay fees. It is usual to require the unanimous consent of the Society to the election of honorary members.

Life membership may be obtained in various ways, generally provided for in the constitution and by-laws. Life members may be elected by

the Society from among its active membership as a mark of honour, or they may be active members who compound for the annual fee by the payment of a specified sum of money in advance. Life members have all the duties and privileges of active members, but, of course, pay no fees.

Active members are those members of the Society who have the right to take part in its proceedings, have the privilege of voting, and who pay the customary fee.

Some Societies provide for *associate members*. These have none of the duties or privileges of active members, but are associated with the Society in a more or less general way.

Clear provision should be made in the constitution and by-laws of the Society for the admission of new members. Those who sign the roll at the organization meeting are at once entitled to full membership without further formalities. In some Societies admission to active membership is by nomination and ballot; in others by nomination and open vote; in still others on recommendation of the executive committee. Some Societies, again, have a standing committee on membership. Some Societies even go so far as to reject a candidate for membership should one ballot be cast against her. This, however,

is a very drastic rule and is not advisable, except under very extraordinary conditions. A great deal, of course, depends upon the nature of the Society, its circumstance, duties, and responsibilities. If the Society is in the nature of a private club, a much stricter rule is allowable than in the case of a Society that is more public in its aims and appeals. In any case, care should be taken to frame the rules for admission in such a way that personal prejudice on the part of a few members of the Society should not be allowed to prevent the admission of a desirable applicant. Many Societies have been hopelessly wrecked by the unreasonable rejection of a candidate proposed for admission.

Members, as well as officers, have rights, duties, and privileges. Each member is equal with another, so that the rights of one member leave off where those of another begin. In debate, a member should never indulge in personalities or make use of sarcastic language, nor should she impute improper motives to another member. She should not let her personal dislike interfere with the election of an applicant for admission into the Society, provided the candidate is otherwise worthy. She should not seek to monopolize the debate, nor should she endeavour to secure

prominence for herself at the expense of the other members. She should take an active part in the proceedings of the Society and should be willing to take her share in committee work. She should be loyal to the Society and its officers and to her fellow members. The same courtesy that distinguishes her in her home life and in her relations to her personal friends should mark her whole course in the Society. Membership means responsibility, interest, loyalty.

The outward and visible sign of membership is the payment of the membership fee. Therefore, a member in arrears beyond a reasonable time, which period should be fixed by the Society, is not entitled to vote. Members may be suspended for non-payment of fees and for other reasons, and may even be expelled from the Society for cause. The conditions governing both suspension and expulsion should be clearly set forth in the constitution and by-laws. It is advisable that in both cases notice of motion should be given.

A member wishing to address the meeting should rise and should address the chair. It goes without saying that, if she is ill, infirm, or aged, she is permitted to address the chair and discuss the question while sitting. She is not permitted

to speak twice to the one motion, but may ask permission to speak again in explanation of something said in her former speech; in this case she must confine herself strictly to the explanation, no new matter being introduced. If she has spoken to the motion, she is thereby not precluded from speaking to the amendment, or the amendment to the amendment, or to both. The mover of a main motion has the right to close the discussion. A member should, as far as possible, avoid reading her speech to the meeting; notes may be used to refresh the memory.

A member has the right at any time to *rise to a point of order.* Should she think that the procedure of the Society is being violated, she may rise in her place and draw attention to such violation. Many members refrain from making use of this right from the fear that they may appear to sit in judgment upon the president. No president, who has common sense, would ever object to this being done; indeed, in many cases, it helps the president out of a real difficulty by drawing attention to a lapse from correct procedure on the part of an overzealous or overbearing member. The form used in such a case is: "Madame President, I rise to a point of order."

The president says: "State your point." The member states the point very briefly and concisely. The president replies: "Your point is well taken, thank you." In case the president should rule that the point of order is not well taken, the member may again rise and say: "I appeal from the decision of the chair." The president then states the question to the meeting and asks: "Shall the decision of the chair stand?" The question is voted on as an ordinary motion, no debate being allowed. In case of a "tie" vote, the president is sustained, because she has already tacitly voted by rendering her decision.

If a member is called to order, either by the president or by another member raising a point of order, she should at once sit down, but she may afterwards explain, if she so chooses. If called to order by the president, she may appeal to the meeting, the same procedure being followed as in the case of a point of order raised by a member. Should the point of order be decided in favor of the speaker, either by the president or on appeal to the meeting, she at once resumes her speech.

A member has also the right to *rise to a question of privilege*. Should, for instance, her

motives in urging a certain course of action be called in question, she may rise, claiming privilege, and call the attention of the meeting to the matter. A question of privilege has precedence of all other business before the meeting and may be brought up at any time.

In case two members should rise at the same time for the purpose of addressing the chair, it is the duty of the president to decide at once which one has the floor. The member who is not recognized should immediately resume her seat in silence.

Even should a member become impatient at the length of a debate or the tiresomeness of a speaker, she should not voice her impatience by calling "Question! Question!" or otherwise giving vent to her feelings. The conduct of the debate should be left in the hands of the president.

A member has the right at any time during a discussion to ask that the question be read, but, of course, must not interrupt a speaker. She has not the right to speak after the question has been put by the president and the meeting is ready for the vote.

A member who is not in the meeting at the time the question is read by the president, should

not vote on that question. Generally, this is provided for in the by-laws or in the rules of order of the Society.

A member has the right to change her open vote on a question before the result is announced by the president, but not thereafter.

A member has the right, when there is no question before the meeting, to address the chair and ask for certain information. The request, however, must not be used to precipitate a debate.

If a member is speaking, she may be interrupted by another member who is desirous of asking from her an explanation of something she has just said. It is the part of courtesy to give such explanation.

Unless there is a clear rule of the Society on the subject, there is no time limit set to the speeches of members in debate. Some Societies provide that the president may at any time take the opinion of the members on the subject, and then, using her discretion, limit the time allowed each speaker; other Societies set a ten-minute limit for each speaker. Perhaps, however, the matter is better left to the good sense and innate courtesy of the members.

If a member wishes to resign from the Society,

she should hand her resignation in writing to the secretary. As in the case of an officer resigning already referred to, such resignation may be accepted, refused, or the member may be asked to reconsider her decision. Should she persist, the resignation must be accepted.

A member, if nominated for office, has the right to refuse to allow her name to go to the ballot. Should she be elected to office, either with or without her consent, she has the right to refuse to act. Similarly, if nominated to a committee, she has the right to refuse to serve on that committee. Even should the Society be anxious for her services, her refusal should be respected, if insisted upon, as it is to be presumed that she has good and sufficient reasons for her action. However, as a loyal member of the Society and having in mind its best interests, she herself should be quite certain that these reasons *are* good and sufficient.

A member has the same right to vote for herself at an election, should she be nominated, as she has to vote for a motion which she herself has introduced. Whether she should exercise that right or not at an election is a question better left to the individual. It is quite frequent and entirely proper for a member, when

nominating a committee from the floor, to include herself in the membership of the committee as the mover of the motion.

A member should not associate herself with the formation of "cliques" among the membership, nor should she countenance any such act of disloyalty to the Society as a whole. There is no more certain way of destroying the usefulness of an organization than by a number of its members banding themselves together to control its elections or to shape its policy in their own selfish interests. A member who is loyal to the Society will under all circumstances frown upon such methods.

Notes

A member should not, unless absolutely necessary, leave the room while another member is speaking. She should never pass between the speaker and the presiding officer.

A member who "yields the floor" to another member has the right to resume her speech at a later period, providing her yielding is recognized by the president. *See Page 74.*

The fact that a member remains standing during the speech of a member who has been recognized in preference to her, does not give her any right to next recognition by the president.

CHAPTER IX

Votes and Voting

There is such a choice of difficulties, I am myself at a loss how to determine.—James Wolfe.

The decision of a question under discussion is settled by the predominating opinion of the members present(Latin, *votum* wish or vow).

The sense of a meeting may be taken in any one or more of the following ways:

1. The voice.
2. A show of hands.
3. Standing.
4. Roll call.
5. Division.
6. Ballot.
7. Silence.

In ordinary matters the use of the words "aye" and "nay" is sufficient, but care should be taken in this method of decision. A small, noisy minority, bitterly opposed to a motion, may produce a strong volume of sound in recording their opposition. If there is any doubt at all of the actual numbers voting, a show of

hands should be taken. The members raise their right hands either for or against. It is usual for both the president and the secretary to count the hands and compare their count. If there is still a doubt, then the members may be asked to stand, the count being taken as before. Usually this is sufficent, but it is the privilege of any member to demand that the vote be recorded. This will necessitate the calling of the roll by the secretary. As the name of each member present is called, she will answer "aye" or "nay," as the case may be. Sometimes, instead of calling the roll, a "division" is taken, *i.e.*, the members in favour of the motion take their stand on one side of the room and those opposed on the other. Tellers are then appointed by the president, who count the vote and report to her. The president then gives her decision. On the whole, it is much better, except in cases of the most ordinary routine, for the president to call for the vote by a show of hands.

A standing vote is generally taken in connection with a motion of condolence or a resolution of thanks, or in any case where it is desired to show in a striking way the unanimity of the members in favour of the motion.

The vote by ballot is secret. As secrecy is the

essential feature of this method of voting, such secrecy may not be dispensed with. Yet at how many annual meetings have I seen little groups in close conclave deciding what to mark on their ballot papers! If a ballot is the custom of your Society, see that secrecy is observed. Your opinion is asked for, not a repetition of that of your neighbour. Disregard of this is a violation of one of the fundamental laws of organization. A member should, however, never use the ballot to do something which *she would not do were the voting open.* The very fact that the ballot is secret makes more binding the obligation to use it honestly and conscientiously.

A member has a perfect right to refuse to vote, but, generally speaking, this course is not commendable. Every member should have the interest and the outcome of the Society's action at heart sufficently to desire to participate in its transactions. Unless refusal to vote is made plain, silence gives consent to the matter in hand. A rule in common use provides that a question shall be decided by a majority of the members present "and voting on the question."

A vote signifies membership and implies responsibility. Its possession is a privilege and a trust.

CHAPTER X

Motions

Logic has always had a good reputation.—Holyoake.

All business is brought before a meeting by means of a motion. Legally, there can be no discussion whatever unless there is something to discuss, and there *is* nothing until the question is stated. When a motion has been proposed, duly seconded, and stated by the president, it is then in the possession of the meeting and is open for consideration and discussion.

All motions, with the exception of those dealing with the ordinary routine of the Society, should be in writing. The mover should, as soon as he has proposed the motion, hand a written copy to the secretary. This serves a double purpose; there is no possibility of the president stating the motion wrongly, and the transcript on the minutes will be in the exact terms in which the motion was presented to the meeting.

Motions may be divided into four classes as follows:

1. Main motions.
2. Subsidiary motions.
3. Privileged motions.
4. Incidental motions.

These will be dealt with separately in the following sections.

Main Motions

The main motion introduces business and thus becomes the basic question on which the Society's deliberations and actions are for the time founded. It should be direct, simple, uninvolved in both meaning and structure, and clear with a businesslike exactitude. It should deal with one subject only and with one main thought on that subject. The main motion yields to all other motions, and any other motion may be moved while it is pending. Two main motions cannot be under discussion at the same time. A main motion is frequently termed a *substantive motion.*

Subsidiary Motions

Subsidiary motions are dilatory. They may block, delay, or bring to a fuller state of acceptability.

The subsidiary motions most commonly met with are as follows:

1. Amendment.
2. Amendment to the amendment.
3. To postpone.
4. To refer to a committee.
5. To lay on the table.
6. The previous question.

The *amendment* takes precedence of the main motion. It is both debatable and amendable. It yields to all incidental and privileged motions, but is not cut off by any of them. It may not be contradictory of the main motion, but may be inconsistent with it. It must be germane to it. Only one amendment to the main motion may be before the meeting at one time. Notice may be given, while an amendment is pending, of another amendment to be presented when that one is disposed of. Amendments to the motion may be made (1) by adding words, (2) striking out words, (3) striking out words and inserting others. The amendment is voted on before the main motion. Both the motion and the amendment should be read by the president before proceeding to the vote. If the amendment is lost, the main motion is then presented. If the amendment is carried, the main motion with the amendment so made is voted upon.

The *amendment to the amendment* is debat-

able, but cannot be amended. When, however, it is either adopted or lost, another amendment will then be in order. The amendment to the amendment deals *only* with the amendment and can never refer back to the subject-matter of the main motion. This mistake is often made in small Societies. The amendment to the amendment is voted upon first, then the amendment, and finally the main motion. It should be kept in mind that only the main motion, the amendment, and the amendment to the amendment can be before the meeting at one and the same time.

Motions to postpone may be divided into two classes: to postpone to a specified time and to postpone indefinitely. A motion *to postpone to a definite time* delays the consideraton of the main motion to some time in the future distinctly specified. It is neither debatable nor amendable. except as regards the time specified. The subject postponed then becomes the first special business at the time appointed and cannot be taken up before that time except by a two-thirds vote. A motion to *postpone indefinitely* has the effect of suppressing a main motion, without taking a direct vote on the question. It cannot be amended, but opens up for discussion the subject-matter of the motion. It is of very little use,

however, to move to postpone a question to a time *not* specified. Naturally, the question comes up at the next regular meeting with the unfinished business of the previous meeting and is considered before any new business is taken up.

The motion *to refer to a committee* is usually employed when additional information is required on the subject under discussion, or where further investigation is considered advisable. The motion may be both debated and amended.

The motion *to lay on the table* is used to delay or defeat the main motion. It is neither debatable nor amendable. It takes precedence of all other subsidiary motions and of such incidental questions as may be pending at the time it is made. It yields, however, to privileged motions. It may be applied to any main motion. It limits the consideration of the matter to one of two specified occasions. A tabled motion may be taken up on a majority vote "to take from the table" at the same meeting at which it was laid on the table, provided other business has intervened, or it may be taken up on a majority vote "to take from the table" at the next regular meeting as the *first* business of the day. If either of these opportunities is not embraced by the friends of the motion, it is dead. A tabled

motion takes with it its amendments, and they are all revived or lost with the main motion. A tabled amendment takes with it its main motion, which comes up for ordinary treatment with the revival of the amendment. A motion to lay on the table may be lost. It may later be remade and considered, but if the main motion is adopted it cannot be reconsidered. The formula to be used is: "Madame President, I move that the motion relating to ——— be laid on the table." The motion to reconsider should be stated thus: "Madame President, I move that the motion relating to ——— laid on the table be now taken up."

The moving of the *previous question* has for its purpose the shutting out of amendments to a main motion and compelling a direct vote on the principle involved therein. The procedure is as follows: A member rises and proposes that "the question be now put." When duly seconded, the president presents the motion to the Society. The discussion on the main motion goes on, as if no further motion had been made. When it comes to a vote, if the Society decides in favour of the motion that the question be now put, then it is obvious that a vote must at once be taken on the main motion without debate or amend-

ment. If, on the other hand, the motion is voted down and the Society decides that the question shall *not now* be put, then the main motion is for the time being killed. The rule, however, is surrounded with difficulties and is variously interpreted. If allowed at all, and many Societies specifically forbid its use, the rule and its application should be clearly set forth in the rules of order adopted by the Society.

Privileged Motions

Privileged motions are of paramount importance and demand attention before all others. The one most usually met with is the *motion to adjourn.* Such a motion is in order at any time, unless the members are engaged in voting or when a member has the floor in discussion. It does not require a seconder and is neither debatable nor amendable. Adjournment may be moved and lost. A new motion is in order after a lapse of a short time. The motion to adjourn made at 3 p.m. is not the same as a later motion to adjourn made at 3.30 p.m. Thus a motion to adjourn is in order at any time and must be voted on at once. The moment a motion of adjournment is passed, all business ceases. The chairman should at once declare the meeting

closed. A motion to adjourn may include a specified time to which adjournment is to be made. The time to which adjournment is proposed is debatable.

Some Societies provide that, when a motion of adjournment is made at a time when there is no question before the meeting, such motion be treated as a main motion. It is then debatable, but the debate must be confined to the question of adjournment. There should be a clear rule of the Society on the point. Unless special provision is made there is no debate allowed on a motion of adjournment, unless the time of adjournment is specified, as noted above.

Incidental Motions and Rules

A motion *to suspend the rules* is one by which business may be taken up out of its regular order. It may be moved at any time, provided no other business is under discussion. Provision for the vote required to suspend the rules—usually two-thirds—should be made in the constitution and by-laws of the Society. A wise president, however, will not encourage suspension of the rules except for the strongest of reasons.

The constitution and by-laws of a Society

should lay down carefully the rule providing for the *reconsideration* of a motion which has been presented and voted down. The main thing is to make provision for reconsideration; it is of little importance how it is done. Some Societies provide for a notice of motion, to be given at one meeting to reconsider at the next regular meeting; others allow reconsideration at the same meeting, on motion, providing some item of business has intervened; again frequently a two-thirds vote is required. Usually, also, it is provided that a motion for reconsideration may be introduced only by a member who was present and voted against the motion, thus helping to defeat it. The procedure to *rescind* a motion already passed is usually the same as that to reconsider a motion previously defeated.

Two main ideas may be embodied in one motion. If deemed easier to handle, the motion may be *divided* into its two component parts and voted on separately. One would naturally assume that these two main ideas would be analogous. They usually are, as the rule is that only one main motion may be before a meeting at one time. However, at an important meeting not long ago, I heard two motions of entirely differing subject-matter coupled, moved, second-

ed, put, and carried without dissent, and this was done, too, on a noteworthy occasion of national gravity.

Motions may be *withdrawn* by the mover, before being seconded. Motions may be withdrawn after being seconded, with the consent of the seconder. If, however, the motion has been made, seconded, and stated by the president, it then requires the *unanimous consent* of the meeting to withdraw it.

It is in order for a member, at any time between speakers during the progress of a discussion on a question, to move "that the debate do now close". The motion is not debatable, but may be amended.

Notice of Motion

Generally speaking, a motion dealing with any business that may be brought before the Society may be introduced, discussed, and disposed of at any regular meeting. Some Societies, however, provide that important business may be discussed only after *notice of motion* given at a previous meeting. Usually the orders of the day provide a time at which notices of motion may be given. A member may arise and give notice that at the next regular meeting she intends to move in

regard to a certain matter. A copy of the motion is handed to the secretary, who includes it in the call for the next regular meeting. When the members assemble, they are in a position to discuss the question. The Society, however, should make proper provision in the constitution and by-laws for notices of motion, with specific reference to cases in which such notice is positively required.

It is usual, should the mover of a notice of motion be absent from the meeting at the proper time for the consideration of such motion, to allow it to stand over as the last item of business before the Society. Should the mover still be absent, the motion stands over until the next meeting, when it is taken up in its regular place. The mover of a notice of motion may withdraw such motion, provided the permission of the Society is obtained.

CHAPTER XI

Resolutions

Public opinion is the mixed result of the intellect of the community acting upon general feeling.—Hazlitt.

Strictly speaking a motion, when passed by a Society, is a resolution, but the custom has in many Societies been adopted from the United States procedure of framing a motion in the form of a resolution, introducing somewhere the words "Resolved that." Not long ago a good lady wrote me: "We do so want our government to take action on a certain local difficulty, but we do not know how to frame a petition with all those whereases." Those "whereases" are the introduction, the apology, the explanation of the reason for the resolution. There must be something that leads up to a request, and a "whereas" approach is as easy as and more dignified than any other preamble.

A resolution may express:

1. An opinion.
2. A desire.

3. An appeal for reform.
4. A remedial suggestion.

A resolution should be expressed in suitable language, terse, concise, and uninvolved. It must not be negative in form. It is always left to those opposed to make the negative side manifest. The mover is in possession of the field and may make as many positive statements as she pleases. It is, therefore, obvious, that it is an absurdity to begin an argument with a contradiction. There being nothing to contradict, a resolution framed as the opinion of an organized body must be a definite statement. In planning a resolution be sure of your facts.

The *preamble* to a resolution consists of separate clauses, each written in a paragraph by itself, and each beginning with the word "Whereas." The separate paragraphs state the reasons on which the concluding proposition is based.

A Society may desire to embody its resolution in the form of a petition to the proper authorities. The petition should begin: "The petition of the undersigned humbly sheweth." The preamble follows. The statement of what is desired begins: "Wherefore your petitioners humbly pray."

Form of Resolution

WHEREAS, it is necessary to the physical and moral welfare of children that they should have plenty of space in which to exercise their normal instinct for play, and

WHEREAS, it is necessary, in order to secure the best results and accomplish the most good among the children, that playgrounds be provided for them, and that such playgrounds should be equipped and supervised, and

WHEREAS, a special committee appointed by this Society has reported that no such playgrounds are provided and that there are within the limits of the town no adequate facilities afforded for such play, and

WHEREAS it is possible to provide such playgrounds, with the necessary equipment and supervision, without undue expense to the ratepayers,

RESOLVED THAT this Society do petition the Town Council to take into immediate consideration the advisability of providing immediately such playgrounds for the children, with the equipment and supervision considered necessary.

CHAPTER XII

Committees

Kindness is the principle of tact and respect for others, the first condition of "savoir faire." —Amiel.

A committee consists of a number of persons, chosen from among the members of the Society to attend to some definite matter or matters *committed* to them.

Committee work is either a delight or very much the reverse. It is quite easy to fritter away valuable hours in useless discussion, or the members may be bored to extinction by endless consideration of detail. No member should accept a place on a committee who is not prepared to do her full share of the work and to bring her best effort to bear on the solution of the problems presented. Committee work is valuable in every way. It brings into prominence more workers than would otherwise be possible and gives opportunity for the development of hitherto unrecognized ability and the expression of individual tastes.

A committee should, like its parent Society, meet promptly and transact its business as if it were the whole instead of a part. The rules of procedure are, however, greatly relaxed in committee. The committee should agree on its report and adjourn.

Classification of Committees

Committees may be classified as follows:

1. Executive.
2. Standing.
3. Special.
4. Sub-committees.

The *executive committee* is usually provided for in the constitution and its duties named therein. The president of the Society is always the chairman of this committee. Meetings are held either at stated intervals or at the call of the chairman, or both. *See Chapter V.* Either the minutes of the executive committee or a report of its transactions should be brought before the regular meetings of the Society.

A *standing committee* is appointed for a definite length of time to deal with definite matters. Its duties are indicated generally by the name of the committee; for instance, the Programme Committee, the Membership Committee,

etc. Its members should be wide awake and alert. It may be called upon to report at any or every regular meeting.

A *special committee* may be appointed to gather information, to investigate a financial proposition, to prepare a programme, or to do any specified work during the prescribed interval. The report of this committee must be brought in at the time appointed, whether action has been taken or not. Unless reappointed, the committee disbands after the presentation of its report. Frequently, a special committee, at the appointed time, simply reports progress and asks for a continuance to complete its work. Unless there is some very good reason, the request is always granted.

A *sub-committee* is appointed by a larger committee from among its own members. Usually it is made up of two or three persons, sometimes only of one. It reports back to the committee that appointed it and not to the Society. It disbands, unless formally continued, when its report is presented.

Appointment of Committees

Committees may be appointed in various ways. Sometimes the constitution of a Society

leaves this duty with the president, but it is not always wise to take advantage of this power. Committees are frequently nominated from the floor and elected in the usual manner, or the motion may provide that the president should name the committee.

Organization of Committees

Unless otherwise stated, the first person named on a committee is considered as its convener. It is her duty to call the committee together. Sometimes, however, the motion appointing the committee names the convener, and sometimes the appointment is made by the president. When the naming of the committee as a whole is left in the hands of the president, she usually names the convener. Generally the convener is the chairman of the committee, but this is not always the case; the convener, in some Societies, merely calls the committee, and the committee elects its own chairman. It is customary in the case of large and important committees, to elect a secretary, but in small committees the chairman usually acts as such. The report of the committee is generally presented to the Society by the chairman.

It is advisable to have an odd number of mem-

bers on a committee, in order to avoid the danger of a "tie." Committees for deliberation should be composed of members of varying opinions in the Society. Committees for action should be made up of those in sympathy with the matter in hand.

Reports of Committees

When the report of a committee is presented to the Society, it should be acted upon at once. The chairman of the committee, after reading the report, usually says: "I move that the report be received and considered." This brings it up for adoption, modifications, or rejection. If the report is a long one, the chairman usually moves that it be received and considered clause by clause. She also usually moves the adoption of each clause and finally the adoption of the report as a whole, with amendments or modifications, if any. The report of a committee may, of course, be referred back for further information, and it is always in order to move that consideration be postponed until a future meeting, to give the members an opportunity to think over the content.

Sometimes there is a division of opinion in a committee, with the result that there may be two or more reports presented to the Society. These

are generally known as "majority" and "minority" reports. The minority report in the strict sense is not a report at all, but merely an expression of opinion on the part of a minority of the members of the committee. Sometimes it is included in the report of the committee and presented at the same time as the majority report, but, when this is the case, it is merely by the courtesy of the majority. The procedure usually adopted is as follows: After the report of the committee has been read by the chairman, some member of the minority on the committee rises and asks permission to present another report. If there is no objection, or if on motion it is agreed to hear the report, it is then read. It is then in order to move that the report of the minority be substituted for that of the majority.

General Rules

A majority of the members of a committee is necessary to constitute a quorum, unless otherwise provided.

Frequently a committee, appointed either by the Society or by the president, is given power "to add to its number." This the committee may do at its discretion; there is no fixed number to be added.

The chairman of a committee is privileged to take part in all the discussions of that committee.

In case the convener neglects to call her committee together, any two members may issue such call.

While it is usual for the chairman of a committee to present the report to the Society and carry it through its different stages, yet this is not absolutely necessary. A member of the committee may do this in the absence of the chairman or at her request, or the written report may be sent to the secretary, who reads it to the meeting. Any member may move its consideration and adoption, or indeed may make any motion in regard thereto. The custom of the Society usually rules in matters of this kind.

The report of the committee should always be written and should be signed by the chairman thereof. In case of a report of great importance all the members should sign.

A seconder is not required for a motion introduced in committee.

Committee of the Whole

It is frequently found, when an important matter is being considered in the Society, that the ordinary rules of procedure do not give

sufficient latitude for a free and open discussion. The Society may then resolve itself, on motion duly seconded, into a *committee of the whole.* The president leaves the chair and takes her place as an ordinary member, as such taking part in the discussion if she so desires. The meeting is reconstituted as a committee, elects its own chairman, and proceeds with the consideration of the business. When a report has been prepared, the president resumes the chair, and the chairman of the committee of the whole reports the action taken. The report is received, considered, and acted upon in the usual manner.

The proceedings in committee of the whole are much the same as in an ordinary meeting, except that great laxity is allowed in discussion. A motion that "the chairman rise and report progress," or that "the chairman leave the chair," has the same effect as a motion of adjournment in the Society itself. If the motion carries, the committee at once adjourns.

CHAPTER XIII

Definitions

Knowledge is indeed that which, next to virtue, truly and essentially raises one man above another.—Joseph Addison.

In parliamentary usage there are many words, the exact meaning of which should be thoroughly understood and used at all times to express the thing meant. The right term in the right place makes towards the dignified conduct of affairs.

Meeting.—A meeting is one sitting of an assembly. It may be interrupted by a recess, but, if a motion to adjourn is carried, that meeting is at an end.

Session.—A session is a series of meetings continued from day to day during a stated period.

Convention.—A convention is the calling together of the branches of an organization for the purpose of submitting reports and transacting special business.

House.—The house is the members of the organization assembled at any one particular meeting.

Chair.—The chair is the presiding officer at

an assembly and must be referred to as the chair, though addressed as Madame Chairman.

Quorum.—A quorum is the least number of members of the Society who are permitted to transact business. The number constituting a quorum is generally fixed in the constitution. If this is not done, a majority of the members is required. The quorum should be composed of an uneven number of members, in order to prevent a "tie" in voting. A "present" quorum is not necessarily a "voting" quorum.

Constitution.—The constitution is the framework of the Society. It may embody within itself the entire fundamental rulings for a Society.

By-laws.—By-laws are the detailed rules for the Society and usually follow the constitution, when they do not form part of it.

Rules of Order.—Rules of order are those rules which the Society may see fit to make from time to time for the government of its proceedings.

Agenda.—The agenda paper is prepared by the secretary and sent out to the members as provided in the constitution and by-laws. It is headed by the date, time, and place of meeting, and further includes a full list of business to be transacted. No important business that is not

on the agenda paper may be transacted at the meeting. The paper should be signed by the secretary.

Orders of the day.—The orders of the day is the set business procedure to be followed at each meeting.

To have the floor.—To have the floor is to be recognized by the presiding officer, and thus have the right to speak or address the meeting.

To yield the floor.—When a speaker who has the floor gives way to another speaker, thus forfeiting his own right, he is said to yield the floor.

Question.—In strict parliamentary usage, a question is a motion that has been moved, seconded, and read from the chair.

Resolution.—In the strictest sense of the term a resolution is a motion that has been voted upon and carried. *See Chapter XI.*

Debate.—A debate is the orderly, dignified discussion that may take place on any question before the meeting.

Vote.—A vote is the articulate, binding action of the members of the Society, in determining the question before them.

Ballot.—The ballot is the secret expression of the vote. It should be employed invariably for the election of officers.

Blanket vote.—The blanket vote is a collection of ballots printed on one sheet of paper. This is frequently used at large annual meetings to expedite matters.

Majority vote.—A majority vote is more than one-half of the votes cast.

Plurality vote.—When there are more than two candidates at an election and no one candidate receives a majority of the votes, the plurality is the number by which the votes cast for the candidate receiving the greatest number exceeds those cast for the candidate receiving the next greatest number.

Unanimous vote.—A unanimous vote is a vote without *one* dissenting voice. It is sometimes stated that a certain member withdrew her name in order to let another member's election be unanimous, or by acclamation. This is entirely unparliamentary. You cannot take away one member's vote and give it to another, even though that vote be cast in your favour. You may decline it, but you cannot transfer it. In a case like this, a subsequent motion may be made to make an election unanimous.

Tie vote.—A tie vote is when an equal number of votes is cast for and against a motion.

Casting vote.—A casting vote is the vote cast

by the presiding officer for the purpose of breaking the "tie." The presiding officer must actually cast such vote.

Table.—The table was originally the place of deposit for all papers concerning the Society's transactions.

Delegate.—A member of a Society appointed to represent it at some specified gathering.

Alternate.—A member appointed by a Society to take the place of its delegate, should such delegate not be able to act.

Nominee.—A member of a Society who has been nominated for some particular office.

Ticket or **Slate.**—A list of candidates for election to office prepared by a section of a Society. The formation of a "ticket" is particularly objectionable and should be discouraged in a Society. *See Page 46.*

Rider.—A rider is an added statement pertaining to the main idea of a resolution.

CHAPTER XIV

Hints for Presidents

There is a healthful hardiness about real dignity that never dreads contact and communion with others, however humble.—Washington Irving.

Chapter VI deals with the office and duties of the president. Some further hints as to the duties of that officer may be given.

Parliamentary law is a combination of common sense and common courtesy. Punctuality is the first law of order. The president should call the meeting to order at the time announced, or as soon thereafter as a quorum is present. The agenda, or order of business, or rules for the day, should be before her at all meetings—prepared for her by the secretary.

The president should remember that, though she is the First Person in the Society, she is there by the will and vote of the members and, therefore, is not only leader but also servant.

She should never take advantage of her position to obtrude or inflict her personal opinions,

nor should she overlook or slight in any way even the least of the members. She should have no favourites while presiding over the meetings of the Society.

Sometimes, decidedly opposing factions are found in a Society. A wise president will endeavour to give some prominence to the opposition. She should try to win over opponents by all fair means, should recognize them, and should give them places on committees.

She should encourage diffident members of the Society and endeavour to find out and use latent talent among the members.

She should not feel aggrieved, if an appeal is taken to the meeting against her decision. She should treat this, not as a personal matter, but merely as part of the business of the hour.

In introducing an invited speaker at an open or programme meeting, she should make the introduction as briefly and concisely as possible, saying no more than is necessary. A few graceful, appropriate words are infinitely stronger than a long-winded address. Further, the Society is probably much more anxious to hear the speaker than to listen to the president, and time always is limited.

She should, in her annual address, review the

chief features of the year's work and may also propose plans for the future work and prosperity of the Society.

She should keep a list—usually prepared by the secretary—of all committees and their conveners, and should familiarize herself with the personnel of the committees.

She should endeavour to attend as many of the committee meetings as possible—usually, by virtue of her office, she is a member of all standing committees.

In case she has any administrative duties to perform, she should carry these out in strict accordance with the by-laws of the Society.

She should announce her decisions promptly, clearly, and in unmistakable language, so that there is no doubt as to her meaning.

She should insist upon order in the assembly, especially during the putting of a question and the taking of the vote.

She should not encourage the suspension of the rules of the Society, except in case of real urgency.

She should, when two members rise at once to address the chair, promptly make her decision as to which member has the floor. It is wise, when a new or diffident member and an older

or more confident member rise at the same time, to recognize the former.

She should remember, in putting the question, to ask for the negative as well as the affirmative vote.

She should keep in mind that no business may be brought before a special meeting of the Society except that bearing directly upon the object for which the meeting was called.

She should insist that only such matters be brought before the Society as are definitely within the scope of its organization, as provided in the constitution and by-laws.

She should see that the secretary issues the notices calling the several meetings of the Society in strict conformity with the constitution and by-laws.

She should not permit a member to speak twice to a motion during a debate, unless it be in the way of explanation of what is already said. The mover of the motion is the exception to the rule. *See Page 41.*

She should be careful to finish entirely one order of business before proceeding to the next.

CHAPTER XV

Foreign Words and Phrases

Knowledge, in truth, is the great sun in the firmament. Life and power are scattered with all its beams.—Daniel Webster.

In ordinary debate quite a large number of quotations from Latin and French are in common use. It is well to be familiar with these. The main reasons for their employment are that their use has been sanctioned by many generations of speakers, and frequently the Latin or French word or phrase conveys a meaning that cannot exactly be translated into English.

Latin

Ab initio	From the beginning.
Ad libitum	At pleasure.
Ad infinitum	Without limits.
Ad interim	In the meanwhile.
Ad referendum	For further consideration.
Alias	Otherwise.
Alibi	Elsewhere.
Anno Domini	In the year of our Lord.

A posteriori . . . . From the effect to the cause.
Argumentum ad fidem . An appeal to faith.
Argumentum ad hominem . . . . . An argument to the individual.
Argumentum ad ignorantiam . . . An argument founded on a person's ignorance.
Argumentum ad populum . . . . . An appeal to the people.
A priori . . . . . From the cause to the effect.
Bona fide . . . . . In good faith.
Commune bonum . . A common good.
Con amore (Italian) . With love, earnestly
Contra . . . . . Against.
Cum grano salis . . . With a grain of salt, with reservations.
Cum privilegio . . . With peculiar privilege.
De facto . . . . . In fact, in reality.
De jure . . . . . In law.
Dei gratia . . . . . By the Grace of God.
Deo volente . . . . God willing.
Desideratum . . . . A thing desired.
Ergo . . . . . Therefore.
Erratum (Pl. errata) . An error.
Ex officio . . . . . By virtue of his office.
Ex parte . . . . . On one side.
Ex tempore . . . . Without previous study.

Facile princeps	Easily the first.
Festina lente	Make haste slowly.
Gratis	For nothing.
Humanum est errare	To err is human.
Ibidem	In the same place.
Idem	The same.
Id est	That is.
In esse	In being.
In posse	In possibility.
In re	In the matter of.
In transitu	In passing.
Inter nos	Between ourselves.
Inter se	Between themselves.
Ipse dixit	On his sole assertion.
Ipse facto	By that very fact.
Jus divinum	Divine law.
Jus civile	Civil law.
Jus gentium	Law of nations.
Labor omnia vincit	Labour surmounts every difficulty.
Lapsus linguæ	A slip of the tongue.
Lapsus memoriæ	A slip of the memory.
Mala fides	Bad faith.
Mandamus	A command.
Me judice	In my opinion.
Meum et tuum	Mine and thine.
Modus operandi	A method of working.

Multum in parvo . . Much in little.
Mutatis mutandis . . The necessary changes being made.
Ne plus ultra . . . . The utmost point.
Nihil ad rem . . . . Nothing to the point.
Non constat . . . . It does not appear.
Non compos mentis . . Not sound of mind.
Non sequitur . . . . It does not follow.
Nolens volens . . . Willing or unwilling.
Obiter dictum . . . . A passing remark.
Onus probandi . . . The burden of proof.
Per annum . . . . . By the year.
Per capita . . . . . By the head.
Per diem . . . . . By the day.
Per se . . . . . By itself considered.
Prima facie . . . . At first sight.
Post mortem . . . . After death.
Pro bono publico . . For the public good.
Pro et contra . . . . For and against.
Pro patria . . . . . For our country.
Pro tempore . . . . For the time.
Quantum sufficit . . . As much as suffices.
Quid pro quo . . . . One thing for another.
Quo animo? . . . . With what purpose?
Reductio ad absurdum . Reducing an argument to an absurdity.

Sine die . . . . . Without specifying any particular day.
Sine qua non . . . An indispensable condition.
Statu quo ante . . . In the same state as before.
Sub rosa . . . . . Secretly.
Tempora mutantur . . The times are changed.
Tempus fugit . . . . Time flies.
Terra firma . . . . Solid earth; a safe footing.
Una voce . . . . . With one voice; unanimously.
Ut infra . . . . . As below.
Ut supra . . . . . As above.
Via . . . . . By the way.
Via media . . . . . A middle course.
Vice versa . . . . . On the contrary.
Viva voce . . . . . Orally, by word of mouth.
Vox dei . . . . . The voice of God.
Vox populi . . . . . The voice of the people.

French

A la mode . . . . . According to the fashion.
Arrière pensée . . . A mental reservation.
Bête noire . . . . . A bugbear; a special abomination.
Chef d'oeuvre . . . A masterpiece.
Coup d'état . . . . A stroke of state policy.
De trop . . . . . In the way.
Dernier ressort . . . The last resource.

En effet . . . . . In effect.
En route . . . . . On the way.
Entre nous . . . . . Between ourselves.
Fait accompli . . . . An accomplished fact.
Faux pas . . . . . A false step, a mistake.
Je suis prêt . . . . I am ready.
Jeu d'esprit . . . . A witticism.
Laissez faire . . . . Let matters alone.
Lese-majesté . . . . High treason.
Les affaires sont les affaires . . . . . Business is business.
Malgré soi . . . . . In spite of oneself.
Mauvais quart d'heure A bad quarter of an hour, an uncomfortable experience.
Nom de guerre . . . An assumed name.
Nous verrons . . . . We shall see.
On dit . . . . . It is said.
Pour passer le temps . To pass the time.
Qu'importe? . . . . What does it matter?
Raison d'être . . . . Reason for existence.
Résumé . . . . . A summing up.
Sans cérémonie . . . Without ceremony.
Savoir faire . . . . Ability; tact.
Sur le tapis . . . . On the carpet; under consideration.
Toujours prêt . . . . Always ready.
Voilà tout . . . . . That is all.

INDEX

Active members, 38.
Adjourn, motion to, 56-57; in committee of the whole, 71.
Agenda, 73.
Alternate, 76.
Amendment of constitution, 15, 16.
Amendment of by-laws, 16.
Amendment to motion, 52.
Amendment to the amendment, 52-53.
Annual meeting, 18.
Appeal from decision of chair, 42, 78.
Associate members, 38.
Auditors, 36.

Ballot, 20-21, 48-49, 74.
Bill of Rights, 5.
Blanket vote, 75.
Bourinot, Sir John, 6.
Branch Society, 14.
Business, order of, 18-19.
Business meeting, 18.
By-laws, 15-19; amendment of, 16; essentials of, 15-16; meaning of, 15, 73; preparation of, 11; printing of, 14; signing of, 14; suspension of, 14.

Casting vote, 76-77.
Censure, vote of, 36.
Chair, 72; how to address the, 28.
Chairman at organization, 10; of committee, 67-69, 70; qualifications of, 10.
Cliques, 46.
Committee of the whole, 70-71.
Committees, 64-71; appointment of, 66-67; chairman of, 67; classification of, 65-66; convener of, 67; executive, 20, 65; general rules for, 69-70; organization of, 67-68; reports of, 68-69; special, 66; standing, 65-66; sub, 66.
Constitution, 15-19; amendment of, 16; essentials of, 15; meaning of, 15, 73; preparation of, 11; printing of 14; signing of, 14; suspension of, 16.
Convener of committee, 67.
Convention, 72.
Corresponding secretary, 34.

Debate, 74; conduct in, 39-40, 48; motion to close, 59.
Definitions, 72-76.
Delegate, 76.
Discipline of officers, 36.
Division of a motion, 58, 59.
Duty to vote, 49.

Edward I, 4.
Election of officers, 20-23; ballot at, 21; how conduct-

ed, 20; postponement of, 22; time of, 21.
Executive committee, 20, 65; chairman of, 25.
Expulsion of members, 40.

Factions in Society, 78.
Fees, 17, 40; non-payment of, 40.
Floor, to have the, 74.
Floor, to yield the, 74.
Foreign words and phrases, 81-86.

Great Charter, the, 4.
Great Council of the Kingdom, the, 4.

Henry II, 4.
Historical Survey, 3-6.
Honorary officers, 35.
Honorary members, 37.
Honorary president, 40.
House, 72.
House of Commons, 5.

Incidental motions, 57-59.
Interruption of speaker, 44.

John, King, 4.

Life members, 37-38.

Magna Carta, 4.
Main motion, 51.
Majority, 21, 23, 75.
Majority report, 69.
Majority vote, 75.
Meetings, 72; annual, 78; business, 18; disorder in, 26; organization, 8-14; regular, 18; special, 17, 33, 80.
Members, 37-46; active, 38; admission of, 38-39; associate, 38; enrollment of, 12; honorary, 37; life, 37-38; nomination of for office, 45; recognition of, 79-80; resignation of, 47; rights and duties of, 39, 46.
Minority report, 69.
Minutes, content of, 32; how approved, 32; provision for, 19; reading of, 32.
Model Parliament, 4.
Montfort, Simon de, 4.
Motions, 59-60; to adjourn, 56-57; amendment to, 52; amendment to the amendment, 52-53; to close debate, 59; how made, 50; incidental, 57-59; to lay on the table, 54-55; main, 51; to postpone, 53-54; previous question, 55-56; privileged, 56-57; to reconsider, 58; to refer to a committee, 54; to rescind, 58; subsidiary, 51-56; to suspend the rules, 57; to take from the table, 54-55; withdrawal of, 59.

National Council, 4.
Nominations, from the floor, 23; method of, 20; motion to close, 22; seconder to not required, 22.
Nominee, 76.

Notice of motion, 59; withdrawal of, 60.

Office, tenure of, 23; vacancy in, 22.
Officers, at organization meeting, 13; discipline of, 36; election of, 20; hold over, 22; honorary, 35; no special privileges, 23; re-election of, 23; removal of, 36; resignation of, 21-22; suspension of, 36.
Order, in assembly, 79; member called to, 42; point of, 41-42.
Orders of the day, 74.
Organization, 7-14; importance of, 7; publicity in, 7-8; scope of, 79; women's part in, 1.
Organization meeting, 7-14; chairman at, 8-10; procedure at, 9-13; secretary at, 12.

Parliament, 3-6.
Parliamentary authority, 15, 16, 17-18.
Parliamentary procedure, 3-6.
Patron, 35.
Petition, form of, 62.
Point of order, 41.
Postpone, motion to, 53-54.
Plurality, 23, 75.
Plurality vote, 75.
Postponement of election, 22.
Preamble, 62.
President, duties of, 20-27; hints to, 77-80; right to speak, 25; right to vote 25; when interested in vote, 26.
Presiding officer, how to address, 27-28.
Previous question, the, 55-56.
Privileged motions, 56-59.
Privilege, question of, 42-43.
Putting the question, 25-26.

Question, 74; putting the, 25-26.
Question of privilege, 43.
Quorum, 17, 73; breaking a, 17; provision for, 16, 17; in committee, 64.

Recognition of member, 43-46; 79-80.
Reconsideration of motion, 58.
Refer to committee, motion to, 54.
Refusal to vote, 49.
Report of committees, 68-69, 70; of secretary, 33; of treasurer, 35.
Rescinding of motion, 58.
Resolution, 61-63, 74; form of, 63.
Rider, 76.
Rules of order, 16, 73.
Rules, motion to suspend the, 57.

Scrutineers, 21.
Secretary, 20, 30-34; annual report of, 33; duties of, 31; suggestions to, 33, 34.
Secretary, corresponding, 34.
Secretary, paid, 33.
Secretary, recording, 30.
Session, 72.

Slate, 76.
Speaker, 27.
Special committee, 66.
Special meetings, 17, 33, 80.
Speech, freedom of, 5.
Speeches, time limit to, 44.
Standing committees, 65-66.
Sub-committees, 66.
Subsidiary motions, 51-56.
Substantive motions, 51.
Suspension of members, 40; of officers, 36; of rules, 79.

Table, 76; motion to lay on the, 54-55; motion to take from the, 54-55.
Tellers, duties of, 21.
Ticket, 76
Tie vote, 75.
Treasurer, 20, 35.
Unanimous vote, 75.

Vice-president, 29-30.
Vote, 47-49; casting, 25, 75-76; change of, 44; effect of tie, 42, 44; majority, 21, 23, 75; making unanimous, 75; plurality, 21, 23, 75; right to vote, 37-38; refusal to, 49; significance of, 49; tie, 75· two-thirds, 16.
Voting, 47-49; announcing result of, 21; by acclamation, 20-21, 75; by ballot, 20-21, 48-49; by division, 48; by show of hands, 48; by roll call, 48; by silence, 49; by standing, 48; by voice, 47.

William I, 4.
Witenagemot, 3.
Witan, 4.
Withdrawal of motion, 59.

Yield the floor, to, 46, 74.

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